

PIP 1A.5.2: Customer Satisfaction Survey

Date: March 8, 2011

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PIP Item 1A.5.2: Develop and implement an ongoing mechanism to measure and share results of customer satisfaction with staff.

Background on Customer Satisfaction Survey

Since 2001, Kentucky DCBS has conducted numerous customer satisfaction surveys and often published these results (Huebner et al., 2002, 2006, 2008). Because DCBS is charged with ensuring family and child safety, self-sufficiency, and well-being, customer viewpoints are considered vital to this work. Under this mandate, DCBS must persuade clients to take charge of their lives and prove that agency services result in these outcomes. If social service agencies are to empower families to take charge of their own lives, then they must strive to engage 'customers' in service delivery decisions. The term 'customer' is symbolic of this change in thinking. Customers are partners with service providers who engage in mutual problem solving to address the customers' needs, aspirations, and barriers to safety and well-being. From 2001 to the present, Kentucky DCBS has conducted numerous surveys with clients and community partners including specific surveys of fathers, youth in OOHC, both public and private foster parents, judges, families served with family preservation services, DCBS staff, and random samples of all clients served in both Protection and Permanency and Family Support.

Survey Design

For each survey, Kentucky follows a rigorous process of survey design with the intent of developing a reliable and valid tool. We use the best practice methods of design from the work of Dillman (2000). The principles that guide DCBS development of surveys for clients include keeping the reading demands at a low grade level so that clients with more limited literacy skills can take the survey and no client feels slighted by difficult or confusing language. This current customer satisfaction survey is written at the 4th grade reading level. We try to keep the survey short to encourage participation; this survey includes 12 questions. Clients must feel safe when taking the survey without fear that their responses will be known to their workers. For this survey, only a few descriptive questions are asked; the survey is anonymous.

The survey items were developed in several ways. First, items from the previous surveys conducted in Kentucky were reviewed and a draft survey was developed. A series of four meetings with P and P leadership and workgroups were held to refine the document. Questions on services and service delivery, whether or not the clients ideas were asked for and used to empower and engage the client, how the client felt treated by others, if the worker and staff understood their strengths and made expectations clear, and overall satisfaction. Based on this list of areas needed for the survey, the survey items were developed and scaled with a five point rating scale. Each item was rewritten numerous times to reduce the reading level and simplify the question to ensure that it asked about only one concept. After a polished draft was produced, the survey was disseminated to all CQI specialists and Service Region Administrators (SRA) in the state for discussion and feedback. Their ideas and feedback were incorporated into the final document (Appendix A).

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Survey Implementation

The final survey was built into the GenLog (Generic Logging) system of the Cabinet. This system was chosen because it is easily customizable, and site administrators in the Information and Quality Improvement unit can access the data in real time. The survey became available on the internet on December 15th, 2010.

The link to the survey needed to be distributed to all DCBS customers in a consistent manner, and so it was added to the back of the DPP-154 Service Appeal form (Appendix B). Clients receive these forms at any interaction with the Cabinet when the Cabinet is modifying, denying, reducing, suspending, or terminating service (i.e. every case closure, every case conference, etc.). Additionally, the form is handed out upon request to any individual who expresses a grievance against the agency.

The following individuals receive a copy of the DPP-154 form:

- Any individual aggrieved by an action of the Cabinet may request review of the following through an administrative hearing if:
 - The Cabinet denies, reduces, suspends or terminates services or federal funded benefits, payments or financial assistance to which an individual may be entitled under 922 KAR Chapters one (1) through six (6);
 - The Cabinet fails to act with reasonable promptness to a request for a federally funded benefit, payment or financial assistance to which an individual may be entitled under 922 KAR Chapters one (1) through six (6); or
 - Any other matter by which state law or 922 KAR Chapters one (1) though six (6) expressly permit the appeal of a Cabinet action or alleged act.

This includes:

- A parent (in child protective service cases);
- Resource home parents;
- Kinship caregiver;
- Applicants related to tuition waivers;
- Applicants related to child care certifications or certified family child care home providers
- Applicants related to child care assistance;
- An adult (in adult protective services cases, or an adult);
- The parent of a child receiving assistance.

In anticipation of future, more targeted customer satisfaction surveys, the link on the DPP-154 form was designed to point to a webpage that acts as a survey hub and can display links to multiple surveys (Appendix C). Currently this broad customer satisfaction survey is the only survey listed on that page. When clients click, "DCBS Customer Satisfaction Survey" on this page, they are taken directly to the survey where they can begin entering responses (Appendix D).

Maximizing the Survey Response Rate

On December 20th, 2010, a Protection and Permanency Information Memorandum was sent out to all Service Region Administrators, Service Region Administrator Associates, Service Region Clinical Associates, and Family Services Office Supervisors informing them that a customer satisfaction survey was available and asking staff to point it out to their clients (Appendix E). The link was included.

On March 9th, 2011, a weekly "Did You Know" e-mail was sent to all DCBS staff carrying the same message that a customer satisfaction survey is now available and requesting that staff ask their clients to leave feedback (Appendix F).

The University Training Consortium at the University of Kentucky is currently developing posters advertising the survey and providing the web address. These will be displayed at DCBS offices in the lobbies and in rooms where meetings are held with families.

Sharing Survey Results

By early 2012, there should be enough responses to report meaningful results from the first year of data. The Information and Quality Improvement unit will compile a report annually and present the results to regional leadership at an SRA meeting, to CQI specialists on a video phone conference, and to Central Office staff at a "Data Dialogue" meeting. The regional leadership and CQI specialists will further distribute the information throughout their regions.

A few charts are included in Appendix G that touch on ways the survey responses could be presented. These are just a few possibilities, provided here to begin to paint a picture of the information that can be gleaned from the survey. Naturally, once enough the response rate is high enough for analysis to begin, the actual responses will guide the analysis.

References

- Dillman, D. (2000). *Mail and internet surveys: The tailored design method*. New York. John Wiley Publishing.
- Huebner, R. A., White, S., Hartwig, S., Werner, M, & Shewa, D. (2008). Engaging fathers: Needs and satisfaction in child protective services. *Administration in Social Work*, 32 (2), 87-103.
- Huebner, R. A., Jones, B., Miller, V.P., Custer, M., Critchfield, B. (2006). Comprehensive family services and customer satisfaction outcomes. *Child Welfare*, 85 (4). 691-714.
- Huebner, R. A., Jennings, M., & Schaaf, S. (2002, May). Customer satisfaction: An outcome to guide policy and practice. *Government News*, 24-28.

Appendix A: Customer Satisfaction Survey Questions

WE WOULD LIKE YOUR IDEAS ON HOW YOU WERE SERVED AT DCBS.

YOUR IDEAS, AS OUR CLIENT, ARE GREATLY VALUED AND HELP TO IMPROVE SERVICES.

YOU DO NOT HAVE TO TAKE THIS SURVEY, BUT IF YOU DO NO ONE WILL KNOW WHO COMPLETED THE SURVEY.

YOUR REPLY CANNOT BE TIED TO YOUR NAME IN ANY WAY.

THANK YOU FOR TAKING TIME TO ANSWER THESE 12 QUESTIONS.

County of service (drop down list)

Gender: Male Female

[Responses for the following questions range from strongly disagree through strongly agree]

1. I know how to get services through DCBS.
2. My worker helped me get services from others.
3. My worker treated me with respect.
4. My worker asked for my ideas.
5. My worker listened to my ideas.
6. My worker used my ideas to help my family.
7. My worker is professional and polite.
8. My worker knows that my family has good qualities.
9. I know what my worker expects me to do.
10. My family has been helped by DCBS.
11. How long has DCBS been working with you?
 - ☐ Less than one month
 - ☐ One to two months
 - ☐ Three to six months
 - ☐ Six months to a year
 - ☐ More than a year
12. Were your children ever removed and placed in state custody?
 - ☐ No, never
 - ☐ Yes, but they are with me now
 - ☐ Yes, all of my children are in state custody
 - ☐ Yes, some of my children are in state custody

Appendix B: Front and Back of the DPP-154 Form, Including the Link to the Survey

Front of the DPP-154 form:

Protection and Permanency Service Appeal

In Accordance
with 45 CFR 205.10 and
922 KAR 1:320

CABINET FOR HEALTH AND FAMILY SERVICES

Department for Community Based Services
275 East Main Street
Frankfort KY 40621

FOR V/TDD SERVICES

Call the CHFS Office of the Ombudsman
Toll Free at 1-800-627-4702

Back of the DPP-154 form:

**ATTENTION TO PERSONS WHO ARE NOT ELIGIBLE FOR AN ADMINISTRATIVE HEARING
UNDER THE SERVICE APPEAL PROCESS:**

**FOR RESOLUTION OF A MATTER NOT SUBJECT TO REVIEW THROUGH AN
ADMINISTRATIVE HEARING, YOU MAY CONTACT THE OFFICE OF THE OMBUDSMAN AT
1-800-372-2973. IF YOU DO NOT WISH TO SPEAK WITH THE OFFICE OF THE
OMBUDSMAN, YOU MAY SUBMIT YOUR GRIEVANCE IN WRITING TO A SERVICE
REGION ADMINISTRATOR OR DESIGNEE NO LATER THAN 30 DAYS FROM THE DATE OF
A CABINET ACTION TO WHICH YOU OBJECT.**

**PLEASE COMPLETE A CUSTOMER SATISFACTION SURVEY THROUGH
THE FOLLOWING WEB-SITE:**

[HTTP://CHFS.KY.GOV/DCBS/DCBSSATISFACTIONSURVEYS.HTM](http://CHFS.KY.GOV/DCBS/DCBSSATISFACTIONSURVEYS.HTM)

Appendix C: Link to Survey

The screenshot shows a web browser window with the address <http://chfs.ky.gov/dcbssatisfactionsurveys.htm>. The page header includes the Kentucky.gov logo, navigation links for KY Agencies and KY Services, a search bar with 'CHFS' entered, and a 'Go' button. The main content area features the Kentucky Cabinet for Health and Family Services logo and the Department for Community Based Services. A navigation menu on the left lists various services: DCBS Home, Local Office Search, Child Care, Family Support, Protection and Permanency, Administration and Financial Management, Information and Quality Improvement, Kentucky Permanency Roundtables, Program Performance, and Service Regions. The main content area is titled 'DCBS Customer Satisfaction Survey' and contains the following text:

The Department for Community Based Services has developed a customer satisfaction survey to ask about your service experience.

As our clients, your ideas are valuable in helping us improve services.

Please take a moment to complete our survey by clicking on the link below. All responses are completely anonymous.

[DCBS Customer Satisfaction Survey](#)

At the bottom of the page, there is a footer with links for Contact Us, Site Map, CHFS Webmaster, and Información en Español, as well as Privacy, Security, Disclaimer, and Accessibility Statement. The copyright notice reads: Copyright © 2011 Commonwealth of Kentucky. All rights reserved. The page was last updated on 12/20/2010. The browser's status bar at the bottom shows the address <http://chfs.ky.gov/default.htm> and a 'Local intranet' icon.

Appendix D: Customer Satisfaction Survey

Address: <https://webapp.chfsnet.ky.gov/GetLogAdminDetail.aspx?TK=19&ITEM=0> Go Links

Kentucky.gov KY Agencies | KY Services

KENTUCKY
CABINET FOR HEALTH AND FAMILY SERVICES
GENERIC LOGGING SYSTEM
[About CHFS](#) | [Contact Us](#) | [Forms and Documents](#)

DCBS Family Satisfaction Maintenance

Welcome

- We would like your ideas on how you were served at DCBS.
- Your ideas, as our client, are greatly valued and help to improve services.
- You do not have to take this survey, but if you do no one will know who completed the survey.
- Your reply cannot be tied to your name in any way.
- Thank you for taking time to answer these 12 questions.

Demographics

County of Service:

Gender:

Survey Questions

- 1) I know how to get services through DCBS.
 - ☐ Strongly Disagree ☐ Disagree ☐ Undecided ☐ Agree ☐ Strongly Agree
- 2) My worker helped me get services from others.
 - ☐ Strongly Disagree ☐ Disagree ☐ Undecided ☐ Agree ☐ Strongly Agree
- 3) My worker treated me with respect.
 - ☐ Strongly Disagree ☐ Disagree ☐ Undecided ☐ Agree ☐ Strongly Agree
- 4) My worker asked for my ideas.
 - ☐ Strongly Disagree ☐ Disagree ☐ Undecided ☐ Agree ☐ Strongly Agree
- 5) My worker listened to my ideas.
 - ☐ Strongly Disagree ☐ Disagree ☐ Undecided ☐ Agree ☐ Strongly Agree
- 6) My worker used my ideas to help my family.
 - ☐ Strongly Disagree ☐ Disagree ☐ Undecided ☐ Agree ☐ Strongly Agree
- 7) My worker is professional and polite.
 - ☐ Strongly Disagree ☐ Disagree ☐ Undecided ☐ Agree ☐ Strongly Agree
- 8) My worker knows that my family has good qualities.
 - ☐ Strongly Disagree ☐ Disagree ☐ Undecided ☐ Agree ☐ Strongly Agree
- 9) I know what my worker expects me to do.
 - ☐ Strongly Disagree ☐ Disagree ☐ Undecided ☐ Agree ☐ Strongly Agree
- 10) My family has been helped by DCBS.
 - ☐ Strongly Disagree ☐ Disagree ☐ Undecided ☐ Agree ☐ Strongly Agree
- 11) How long has DCBS been working with you?
 - ☐ Less than one month
 - ☐ One to two months
 - ☐ Three to six months
 - ☐ Six months to a year
 - ☐ More than a year
- 12) Were your children ever removed and placed in state custody?
 - ☐ No, never
 - ☐ Yes, but they are with me now
 - ☐ Yes, all of my children are in state custody
 - ☐ Yes, some of my children are in state custody

Please click 'save' below.

- PLEASE CLICK 'SAVE' BELOW.
- When you see "Information saved for item" in red at the top, you are done.

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local intranet

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Appendix E: Division-Wide Memo about Survey

PROTECTION AND PERMANENCY INFORMATION MEMORANDUM, PPIM 10-11

TO: Service Region Administrators
Service Region Administrator Associates
Service Region Clinical Associates
Family Services Office Supervisors

FROM: Michael Cheek, Director
Division of Protection and Permanency

DATE: December 20, 2010

SUBJECT: Client Satisfaction Online Survey

As part of the federal Performance Improvement Plan (PIP) a customer satisfaction survey is now available on the Cabinet's internet site for DCBS clients. A link to this survey may be found on the [DPP-154 Protection and Permanency Service Appeal](#) form.

The purpose of the survey is to act as an ongoing mechanism to measure and share the results of customer satisfaction with staff. Below is a list of the twelve statements and questions that clients will rate from "strongly disagree" to "strongly agree:"

- I know how to get services through DCBS;
- My worker helped me get services from others;
- My worker treated me with respect;
- My worker asked for my ideas;
- My worker used my ideas to help my family;
- My worker is professional and polite;
- My worker knows that my family has good qualities;
- I know what my worker expects me to do;
- My family has been helped by DCBS;
- How long has DCBS been working with you;
- Were your children ever removed and placed in state's custody?

Staff are asked to inform their clients about this survey and request that they complete it in order for the Cabinet to begin collecting feedback. Because this survey is voluntary, no clients should be instructed that they must complete it; however, if clients choose to complete the survey, staff should inform them that it is completely confidential and anonymous.

If you have any questions regarding this memorandum, please contact, via e-mail, Sarah.cooper@ky.gov or by telephone (502) 564-7536 ext. 4494.

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Appendix F: Division-Wide "Did You Know" Email about Survey

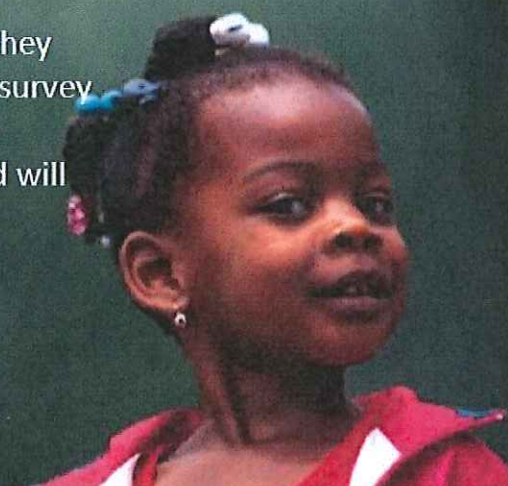
Did You Know?

As a result of the Program Improvement Plan (PIP) a customer satisfaction survey is now available on the Cabinet's internet site for DCBS clients. DCBS initiated a customer satisfaction survey website to solicit feedback from DCBS clients regarding our performance. A link to the satisfaction survey can also be found on the DPP-154 form.

The purpose of the survey is to act as an ongoing mechanism to measure and share the results of customer satisfaction with staff.

As workers explain the process of the DPP 154, they have also been asked to explain the satisfaction survey to our clients, as well as encourage the client to participate in the survey. The information gained will be used to guide change to training, policy, and practice.

Client Satisfaction Survey

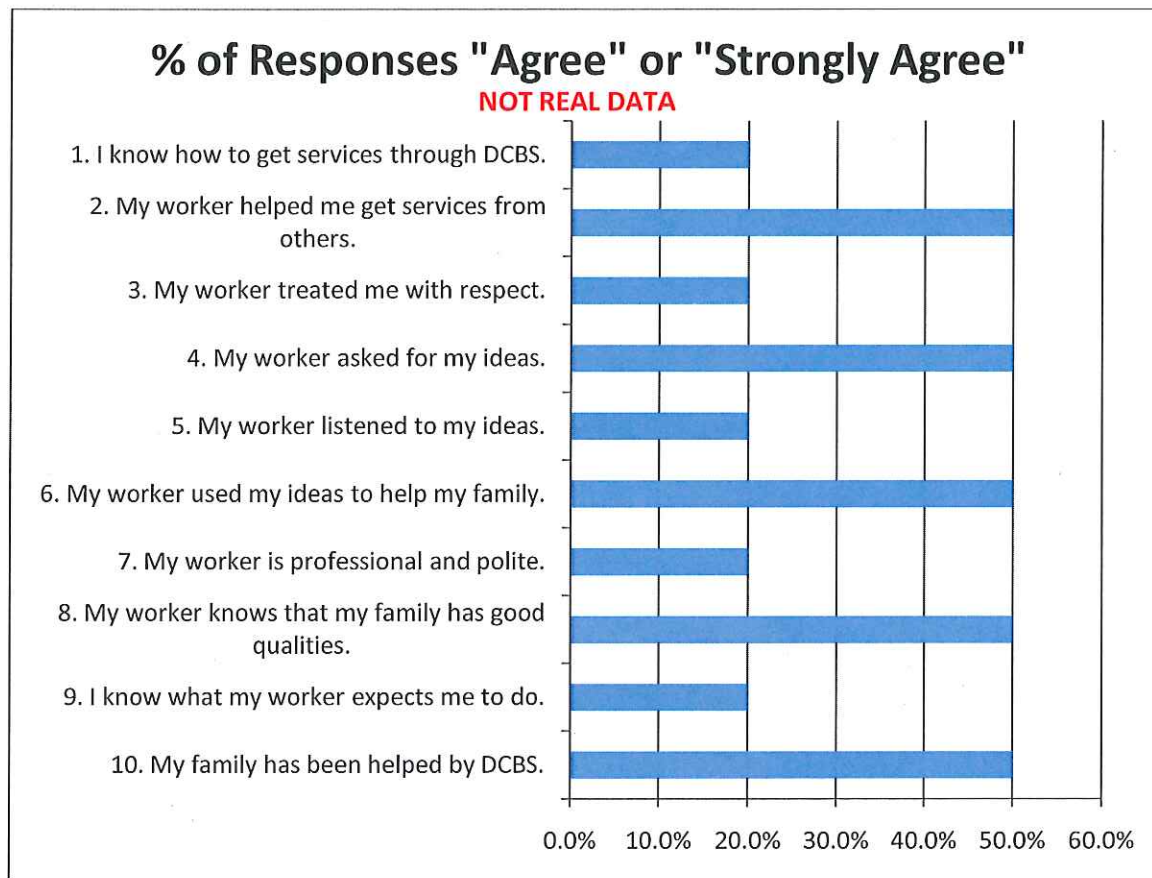


"Did You Know?" is brought to you weekly from the Coordinating Services for Children Workgroup.
If you would like more information, please contact the QAPD Branch by calling (502)-564-7635

Appendix G: Concepts for Analyzing Customer Satisfaction Survey Results

The following charts represent a few conceptual ways the survey results could be presented. Once the response rate is sufficiently high, the true responses will guide the analysis.

1. I know how to get services through DCBS.
2. My worker helped me get services from others.
3. My worker treated me with respect.
4. My worker asked for my ideas.
5. My worker listened to my ideas.
6. My worker used my ideas to help my family.
7. My worker is professional and polite.
8. My worker knows that my family has good qualities.
9. I know what my worker expects me to do.
10. My family has been helped by DCBS.



Charts like this could be done for every survey question:

1. I know how to get services through DCBS.

